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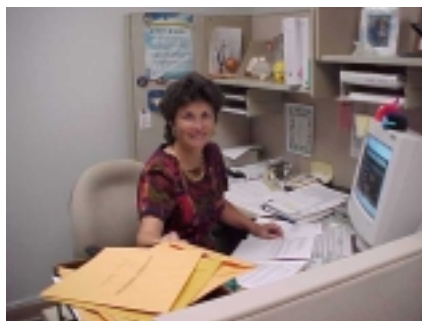
# JOINT UPDATE

## Joint Performance Management Office

### JPMO, The First Year

*Catherine Alexander*

As we mark the first anniversary of the establishment of the Joint Performance Management Office, it is appropriate to take stock of our performance to date and to identify areas for improvement. We asked our customers to provide us with this vital feedback and also undertook some self assessment, (see related article on Page 3, The JPMO Strategic Workshop). The customers responded enthusiastically.



**Ms. Lori Weller of the JPMO Staff Office coordinated the request for customer feedback and compiled the results.**

Feedback from our customers centered around the following themes:

- PBC - Performance Based Contracting
- IPT processes
- Award Fee participation and feedback.

**Performance Based Contracting** is a relatively new concept and there are a variety of approaches to PBC. Our customers feel that the JPMO implementation of PBC should move toward even less oversight of contractor operations. In some instances, the IPTs were viewed as a shield, between the customer and the contractor. The JPMO is looking at ways to optimize the contractor's self-management, and minimize the government's role. This evolution must balance the Government's desire to get out of the contractor's way, with the mandate to retain contract management, policy and strategic planning responsibility. For example, JPMO is looking at its New Business process, to determine if initial customer requests for ROM estimates should be evaluated by the contractor with concurrence by the government, up to the point when a contract change for the new work is required. At that point, the JPMO would assist with the actual contract change order. Changes will be partnered with J-BOSC and ISO processes will be modified to reflect any changes made to the procedure.

#### **IPT Issues**

The IPTs are the most visible aspect of the JPMO; they provide contract insight, in partnership with our stakeholders, customers and the contractor.

*Continued on Page 3*

# Partnering for a Better Spaceport

*(This article by Chuck Debelius was submitted at the invitation of JPMO. The ideas are intended to stimulate thought on the subject of a formal partnership.)*

The word "partnering" is used often at the Spaceport. "Let's partner this one with the contractor," an IPT Lead may say. Or somebody from SGS suggests, "We need to form a committee to partner the solution to this problem." The persons making such remarks may genuinely feel magnanimous. They are sincerely inflicted with an interest in cooperating on a single issue.

I'd like to share some ideas about partnering. I don't claim to be an expert, but I do know from personal experience that partnering works to the advantage of the organizations that choose to work at it. I was the Program Manager on a large environmental restoration contract with the Baltimore District, U.S. Army Corps of Engineers, before I joined the SGS Team. We partnered with the Corps, U.S. EPA, our own subcontractors, and often with state environmental agencies.

Partnering is not going to be effective if it is a sometimes thing. It should be an ongoing, continuous interaction. Partners usually have to overcome biases that have long been held as fundamental tenets. They have to agree to form a partnership for the long run.

Before you decide that partnering is not for you, please keep in mind that no partner has to relinquish his or her responsibility. No partner has to give away the farm. Partners don't always have to agree. But partners do agree in advance to a set of mutual goals,

and they strive to find common ground when faced with problems. I believe the key elements of a good partnership are these:

- **Commitment.** Management must commit to partnering. The partnering agreement that follows is not a contract, but is rather a symbol of the commitment that all parties choose to make.
- **Equity.** No partner dominates the others. Each has a common interest in success.
- **Trust.** There is no place for cynicism in a partnership. You may disagree with the ideas or proposals of another partner, but a common bond of trust needs to be established. In short, don't leap to the conclusion that a partner has ulterior motives if a new idea is advanced.
- **Mutual Goals.** Partners work together to develop a set of meaningful common goals and then sign up to them.
- **Practice makes perfect.** As a program unfolds, partners work together to develop understanding and strategies that lead to success.
- **Periodic assessment.** Partners usually find it worthwhile to get together at least annually for the sole purpose of assessing how the partnership is working, as well as to make course corrections to enhance future success.
- **Communications.** Little problems become big problems if they are not shared. A good partnership involves frequent, open communications.

So how do you go about partnering? Ideally, you get the key players in a place where they are not likely to be distracted, (i.e., away from the office). It helps to engage the services of a professional facilitator who can be seen by all parties as objective. Trust comes if all the participants believe that there is a common cause and that they are not being unfairly led into something that is detrimental to the interests of their own organizations. At least a day

and a half are needed. During that period, you work together, eat dinner together, solve problems together. At the end of the session, you agree on common goals and you sign up on the bottom line. Of course, partnering cannot be a one-time event. There is an expectation that the relationship will grow and evolve to meet the needs of both partners over time. The benefits will be as great as the commitment of the partners.

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## Congratulations to JPMO Employees of the Year

Ken Newton, The Logistics Lead in JPMO was selected as the JPMO/NASA Employee of the Year for his work on the contract surveillance plan, contract changes and as the leader of the KSC change leader network. Ken's commitment to continuous improvement has had a direct benefit for JPMO and the Cape Canaveral Spaceport. **Charlie Clinchard** was selected as the Air Force Senior Civilian Employee of the Year for his ability to bridge the gap between NASA and AF cultures in his role as the civil/structural/architectural engineer for JPMO. **Jeanne Hawkins**, was selected as the Mid-Grade Employee of the Year. Jeanne was recognized for her outstanding integration skills in support of the JPMO Occupational Medicine & Environmental Health functions. **MSgt. Ramon Mejias** is the NCO Employee of the Year. Ramon is recognized for his daily pursuit of safety in the workplace and his relentless efforts to keep JPMO personnel safe, even at home by keeping them informed of current safety initiatives and notices. Congratulations to all of our JPMO Employees of the Year; your superior work is applauded!

# JPMO, The First Year,

*continued from page 1*

There was positive feedback about the effectiveness of the IPTs, specifically the experience level of the IPT leads. However, there were also some significant critical comments. It is difficult for our smaller customers to effectively interface with so many different teams and to support the number of meetings currently scheduled. In response, the JPMO is evaluating options for combining IPTs, improving the scheduling of IPT meetings and increasing the consistency of IPT operations in the different functional areas. Innovations to make the IPT structure more relevant and responsive are underway.

## Award Fee Process

Our customers have indicated that they would like to be more involved in the evaluation process, after their initial performance input is delivered. They also felt that feedback on the final award fee outcome was lacking. To address these concerns, the Award Fee process is being reviewed to add opportunities for the IPTs to receive more feedback on how their input is utilized and on the final outcome of the evaluation process for each period.

We wish to thank all the customers and stakeholders who responded to our request for feedback. Based upon your observations, we have identified improvements to be implemented. These changes will help the JPMO be more responsive to our customers needs. Please keep watching our performance and let us know how we are doing.

# JPMO Strategic Workshop Results

The JPMO held a two-day retreat in November, to develop strategic plans that would move the organization toward premier performance. Supporting goals of the retreat were to have the JPMO personnel develop a shared understanding of the history, challenges, accomplishments and mistakes of the JPMO in the first year of operations. The workshop was designed and conducted by researchers Dr. Tim Kotnour and Jean Matkovich of the University of Central Florida, Industrial Engineering and Management Systems Department. By first identifying and then prioritizing the challenges, both internal and external, the group identified the issues to be worked on during the next year. Examples of the challenges identified include: resistance to change in the implementation of Performance Based Contracting, ownership of financial/funding authority, improving communication and internal operations and processes.

Teams were established to take ownership of specific challenges and to develop short and long-term action plans to address the issues. All members of JPMO are participants on at least one team. The internal communications and processes team was further subdivided to address specific process such as Contract Change Requests, IPT implementation and the Award Fee process. The team members projected the long-term consequences of these issues and brainstormed to develop solutions, which could be implemented. Specific characteristics, attitudes and desirable actions were listed

which would move JPMO into the future as the premier organization envisioned when the organization was formed.

Team members committed to a set of actions designed to move JPMO toward premier performance. These actions are listed below:

- Maintain ISO structure
- Maintain premier staffing
- Ensure participation by all
- Be willing to ID problems
- Provide training
- Continue to listen
- Proactive Customer Outreach
- Help the Contractor
- Get feedback from customers
- Provide awards and recognition

To quote from the final report on the retreat, “To support the change initiatives, JPMO’s readiness for transformation must be increased and maintained through leadership, project management, and learning.” This readiness enables systematic change to move toward organizational alignment. Organizational alignment is the organization doing the right work, the right way, with the right people at the right time ( Kotnour, Barton, Jennings, Bridges, 1998)

The JPMO retreat has helped the organization reflect on our mission and honestly evaluate what areas must be addressed to ensure that JPMO reaches its vision as a premier organization; one that is proactively meeting the needs of our customers.



From left to right, Jose Lopez, Susan Martin, Luis Limonta and Lisa Parada

## New Faces in JPMO

**Jose Lopez** has joined the JPMO Integration Office as Electrical Systems Lead. Jose's background includes experience with ELV spacecraft/vehicle integration, facility design and O&M. Jose is a commissioned Naval Reserve Officer, assigned to the Naval Construction Battalion 14. **Lt. Lisa Parada** is a reservist with the 920<sup>th</sup> Rescue Group, PAFB. Lisa's accounting degree and experience with the Secretary of the Air Force Acquisition Office are big pluses in her current role in the JPMO Business Office. **Luis Limonta** is a member of the Air National Guard, 114<sup>th</sup> Combat Communications Squadron, assigned to the JPMO Business Office. Luis has a diverse background in Security, Law Enforcement and Emergency Medical Treatment. **Ms. Susan Martin** has joined the JPMO in the position of Secretary to the JPMO Deputy Director. Susan's previous experience included support to the Comptroller's Squadron at PAFB and Air Force Quality. Welcome, to all our newest members of the JPMO team.

## Calendar of Events

For more information call 407-476-4007.

### October 1, 1999

Start 3<sup>rd</sup> Period of Performance for J-BOSC

### December 31, 1999

Midpoint of the 3<sup>rd</sup> Period of Performance

### February 14, 2000

Board of Directors Meeting

### March 31, 2000

End of the 3<sup>rd</sup> Period of Performance

### April 1, 2000

Start of 4<sup>th</sup> Period of Performance for J-BOSC

### May 11, 2000

1:00 to 4:00 p.m., E&L Conference Rm.  
Award Fee Board Meeting

*Happy Holidays to all;  
wishing you a "world class  
experience" in the New  
Millennium!*

## JPMO Newsletter Distributed Via E-mail

In the interest of saving resources, the JPMO Newsletter will routinely be distributed via E-mail to the IPT Members, and the senior staff of both the 45SW and KSC. Anyone who would like to receive a hardcopy, may request one from the JPMO Customer Support Office at 476-4007, or by requesting a copy from the editor at [Catherine.Alexander-1@ksc.nasa.gov](mailto:Catherine.Alexander-1@ksc.nasa.gov).

JPMO Staff Office,

Attn: Newsletter Editor

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